

Section 4 First-Unit Performance

The NWSS analysis identified the knowledge, skills, attitudes, and abilities that nonrates should possess upon graduating from Recruit Training as well as those that they should develop at the first unit after entering the field. This allows for a proper division of responsibility of nonrate development between Recruit Training and field units.

Nevertheless, it is the responsibility of the entire CG to continue in the development and mentoring of our junior enlisted troops. Our internal communications media, such as “CG Magazine,” should strive to reinforce the themes and objectives imparted at Recruit Training. The first unit in particular must cultivate the seeds planted at Cape May; we must eradicate the mentality that nonrates should “forget everything you learned at Boot Camp.” Subversion of initial indoctrination will undo the best recruit training.

Remember the “Three-Team Commitment”: Recruiting, Cape May, and the First Unit must be full-fledged partners, not disjointed components of accession. Specific first-unit recommendations are included below under the categories of Career Motivation and Development.

4.a. Career Motivation

4.a.1. Eliminate minimum Time-In-Grade (TIG) for E-2 advancement to E-3 since this negatively affects reinforcement of motivation and initiative. As previously discussed, building and reinforcing motivation is a preeminent concern in the development of our most junior people. Arbitrarily holding back advancement of those with high initiative, ambition and performance is counterproductive to this end. We are presently recruiting members directly into the Coast Guard at paygrade E-3 without regard for prerequisite time-in-service requirements.

4.b. Development

4.b.1. New Unit-Specific PQS should replace one-size-fits-all Performance-Based Qualifications for E-3. The NWSS indicated that generic performance qualifications at the E-3 level were impractical due to the predominant emphasis on attitude over skill and the short time elapsed since receipt of Recruit Training.

4.b.2. New SN and FN Courses should be developed to reflect NWSS-defined nonrate on-the-job performance requirements.